

Workforce Board Leadership:

Aligning for Action and Achievement!

*Workforce Development
for Economic Development*

Purposes...

1. Discuss the four major roles of Workforce Boards and the importance of your leadership role in responding to the business community and the workforce crisis.
2. Define what workforce alignment is, explain why it's so critical, and recommend steps you can take to achieve it.
3. Show how to conduct an "alignment audit" of your Board, your operations, and your partner programs to ensure increased responsiveness to your workforce priorities.
4. Present ways to implement a community-wide workforce agenda through partnering, convening, informing, and advocating.

Local Workforce Board Responsibilities...

Workforce, Business Services, One-Stop, and Title I:

1. Development of local plan.

One-Stop System and Title I Programs:

2. Selection of Operators and Providers:
 - One-Stop Operators (in agreement with CLEOs);
 - Intensive Services (if not by One-Stop Operator);
 - Training Services (initial/ongoing provider eligibility);
 - Youth Providers (on recommendation of Youth Council).
3. Budget and Administration:
 - Develop a **budget** (approved by Local Elected Official);
 - Identify the **grant recipient**;
 - Board may employ staff;
 - May generate additional resources.
4. Program oversight (with Local Elected Official) of local program activities and One-Stop system.
5. Negotiation of Local Performance Standards

Workforce Improvement and Business Services:

6. Assist in development of employment statistics system.
7. Coordinate with economic development and develop employer linkages.
8. “Connect, broker, and coach” private sector involvement in the statewide workforce investment system.

Workforce Boards

- Workforce Improvement
- Business Services
- One-Stop System and Center(s)
- WIA Title I Programs

Four Workforce Board Roles...

- Related, but different
- Evolution of emphases
- Beyond law to mission and vision
- Link with economic development
- Clusters and targeting
- Individuals; employers; economy
- Mission; market; strategy
- Feds measure success of individuals
- Seek a “three-for-one”!
- “Workforce” bigger than “program”
- “Workforce”: a luxury?
- Priority; roles; responsibility

Business Services:

**Offering and providing
comprehensive,
integrated,
system-wide,
human resource
services, including
consultation,
recruitment,
retention,
and training
for economic growth**

Critical Differences Between...

Employer Services	Business Services
- Hirers	- Businesses
- Employers	- Industries
- Employer Assistance	- Economic Develop
- When Hiring	- Hiring or Not
- Pre-Hire	- Pre- and Post-Hire
- Best Candidate	- Workforce
- Job Requirements	- Sectoral Skills
- Listing; Placement	- Holistic Services
- Program/Center Role	- System Role

Strategic Planning for the Workforce

Workforce Board Leadership Roles:

- Scanning
- Convening
- Facilitating
- Providing
- Evaluating

Workforce Strategic Planning...

1. Scan: “State of the Workforce”
2. Convene and facilitate:
identify partners;
support existing community efforts;
create infrastructure where needed
3. Determine human resource **priorities**;
target sectors by priority
Greatest economic impact?
Most able to positively influence?
4. Set **goals**, metrics; report by priority
5. Develop a **communication** strategy
6. Conduct **alignment** audit
7. **Provide and evaluate**:
deploy resources under your control;
influence partners and others

Alignment

Linking people, customers, process, business strategy, and leadership to obtain breakthrough results.

Horizontal Alignment

Integrating key vision, responses, and processes to the external environment and customers.

Vision/Response-----Environment/Customers

Vertical Alignment

Integrating vision and strategy with every aspect of operations and staff activity

Vision/Strategy



System Operations/Staff

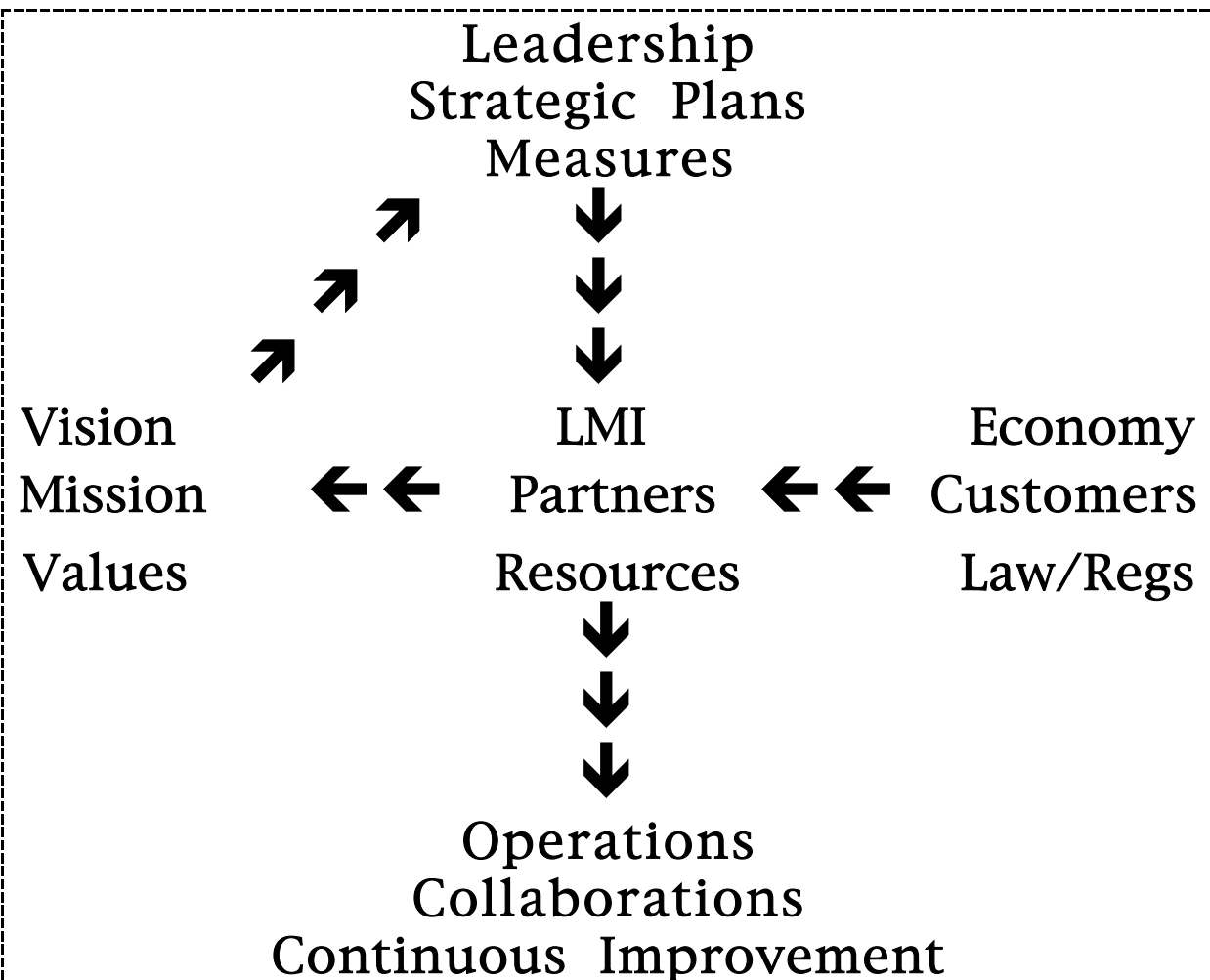
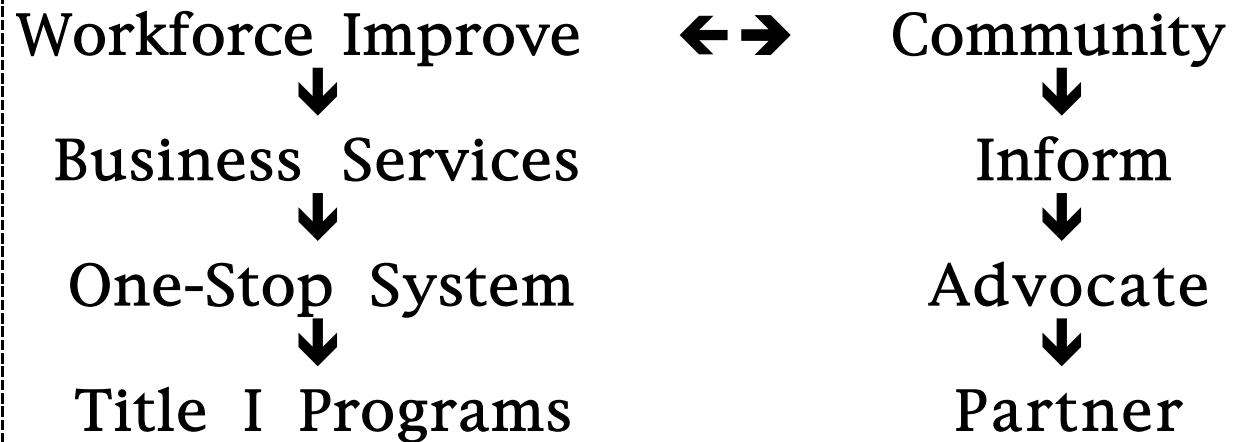
When you have both
vertical and horizontal alignment...

Your strategy, operations, and staff are synchronized with customers and environmental demands.

The Power of Alignment:

How Great Companies Stay Centered and Accomplish Extraordinary Things; George Labovitz and Victor Rosansky; John Wiley & Sons

Vertical and Horizontal Alignment



Alignment: Board Policies

Answering the Big Questions...

1. Should the public workforce investment system strive to serve more less intensely or fewer more intensely?
2. Should more of the public resources be expended on the unemployed or the employed?
3. How should resources be allocated between “work-first” and “training-first” strategies?
4. Which skills should be developed pre-employment and which skills should be developed post-employment?
5. What is the appropriate balance between classroom-based and workplace-based skill development?
6. What industries and businesses have critical skill shortages and/or labor shortages?
7. Which industries and businesses should be targeted with the limited public resources?
8. How can the public workforce investment system support existing business efforts in skill development and develop meaningful business partnerships?
9. How can the variety of public training resources be made more understandable, responsive, efficient, effective, and accessible to more businesses?

Alignment Audit: The Workforce Board

- **Membership:**
 - Reflects workforce priorities?
 - Possesses needed workforce expertise?
 - Ensures targeted industry representation?
 - Overlaps with other key organizations?
- **Meeting Agendas:**
 - Meets private-sector members' expectations?
 - Emphasizes workforce (not program) issues?
 - Informs and educates on workforce issues?
 - Provides reports on workforce initiatives?
- **Committees and Taskforces:**
 - Moves beyond just “program” committees?
 - Includes “Committees on the Workforce”?
 - Recruits key players beyond Board members?
 - Names taskforces, when appropriate?

- **Decision Making:**
 - Seeks more than just program compliance?
 - Addresses economic development priorities?
 - Allocates resources to key workforce issues?
 - Uses “workforce-based criteria” for funding?
- **Community Visibility:**
 - Strives to be relevant on workforce issues?
 - Engages stakeholders and elected officials?
 - Partners beyond government programs?
 - Participates in key community initiatives?
- **Workforce Resources:**
 - Increases resources to address challenges?
 - Distributes valuable workforce information?
 - Identifies/disseminates promising practices?
 - Educates on workforce challenges/solutions?

Workforce System and Program Alignment Audit...

- Response to Workforce Trends
- Response to Targeted Industries
- “Workforce” Culture
- Staff Knowledge of “Workforce”
- Operations Reflect Priorities
- System Policies Beyond Law
- Measures Beyond Program
- Partners (Mandated and Other)
- Resource Allocation to What
- Targeted and Actual Customers
- Services Reflect Market Demand
- Activities Support Goals

Example of an Alignment Audit:

Training:

Does it respond to your Priorities?

- **WIB-Adopted Training Policies:**
 - Resource allocation;
 - Employer-/classroom-based;
 - Demand occupations;
 - Eligible training provider list;
 - ITA amounts;
 - Informed, incentivized choices
- **Assessment?**
 - Career counseling?
 - Promotion of targeted careers?

- Type of training offered?
 - Basic Skills; ESL; Occupation; Job?
 - Leveraged? Integrated Funding?
- Who trained in what? Results?
- Pre- and/or post-employment?
- Responsive Curricula?
- Impact on Targeted Sectors?
- Method of Delivery? Providers?
- Credentials?
- Training-Related Employment?
 - Employed in Targeted Sectors?
 - Employed locally?

Mobilizing Your Partners and the Community to Meet the Workforce Crisis: Informing and Influencing

- Seek Vision, Priority, and Goal Clarity
□
- Inform and Educate the System
□
- Create a Matrix of Resources by Priority
□
- Audit for Alignment
□
- Start with your Legal Authority
□
- Move to Influencing Program Partners
□
- Expand the Partnership
□
- Align and Influence the New Partnership
□
- Inform and Educate the Community
□
- Report and Continuously Improve

Influence Program Partners

1. Communicate Vision/Priorities
2. Seek Support of Elected Officials
3. Discuss in WIB Meetings
4. Request Reports by Priorities
5. Audit for Alignment
6. Use All Tools Available:
Memoranda of Understanding;
One-Stop Operator Agreement;
One-Stop Certification; RFPs
7. Take Sign-Off Authority Seriously
8. Convene Partner Work Teams
9. Offer “Workforce” Training
10. Become a Champion of Change

Mobilize the Community...

Assign Responsibility:

- Decide “Make or Buy”
- Define Success
- Identify Board Committee
- Designate Staff
- Allocate Resources

Involve New Partners:

- Support and Participate in Existing Efforts
- Seek Co-Sponsors for Every Initiative
- Strive for Co-Funding of Projects
- Request Service on a WIB Taskforce
- Ask Advice and Use It
- Pilot Approaches and Test for Effectiveness

Convene Continuously:

- Create Infrastructure Where Needed
- Tap into Existing Organizations
- Find an Immediate Tangible with Early Win

Educate and Inform:

- Become a Clearinghouse on the Workforce
- Display Data and Promising Practices
- Host Conferences, Seminars, and Training

Publicize Repetitively:

- Target Individuals, Organizations, Influentials
- Set a Media Strategy
- Unbundle the “State of the Workforce Report”
- Use Newsletters; E-Mail Blasts; Op-Ed Pages
- Develop Separate Web Site and Links
- Tag onto Existing Organizations’ Media
- Make Hoopla with Success

Best Bets and Next Steps!

Your presenter...

Greg Newton, principal of Greg Newton Associates, is helping states and communities across the country create a vibrant Workforce Investment System. Greg and his team of independent consultants, Melanie Arthur, Sandy Gonsalves, Sandra Hastings, and Kip Stottlemeyer, assist welfare-to-work, school-to-work, and one-stop systems apply private-sector strategies to find success in a changing environment.

Learn more: Visit www.GregNewtonAssociates.com.